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Thriving at Workplace: Quality of Work Life in Small and Medium Scale Enterprises

Siddhartha Shankar Pradhan

Research Scholar in the Department of Business Administration
Sambalpur University,
Jyotivihar-768019, Odisha – India

Abstract: The unwavering philanthropic ideology always advocates the human values and quality of work life (QWL) at workplace. Organisational effectiveness and success is considerably stood on human values, intelligence and efforts. Humanisation of work is vary essential in this knowledge based society and workforce. But Indian industrial peace and accord is a major concern especially in small and medium enterprises (SMEs). Firms are striving to ensure harmony in workers' and organisational interest. Unfavourable workplace and work cultures are leading to industrial unrest in Indian SMEs. Purpose of the study is to address the role of QWL in enhancing workplace harmony. This is an attempt to scrutinise antecedents and consequents of QWL on organisational commitment and job involvement. A both primary and secondary source of data has been used to construct this study. The field survey was conducted at industrial corridor of Sambalpur, Odisha. Both parametric and non parametric test has been applied in this study as per necessity.

Keywords: Quality of Work Life, Attrition, Commitment, Work Life Balance.

I. INTRODUCTION

Theoretical perspective on Industrial Relations (IR); has always ended up in a debate on convergence versus divergence of workforce at industrial setup. Contemporary industrial doctrine has been shifted from unitary and radical approach and leaning towards socio-ethical approach and philanthropic ideology. Most of the Indian Small and Medium scale Enterprises (SMEs) are still based upon the placating approach and are deficient in intrinsic managerial desire for workers' benefit and welfare. This is the mindset that provokes industrial conflicts, especially in Indian scenario. Government of India has taken many initiatives to strengthen in the direction of stabilisation in industrial labours. Today's workforce is far more adaptable in terms of intelligence, awareness, skill, knowledge and outlook as compare to the past. Changing dynamics of modern workforce are leaning the aged industrial policies and climates. Renowned companies and Multi National Companies (MNCs) have already changed the obsolete industrial policies according to the present demand well in advance. Such a contradictory values and mindset among Indian SMEs and rest of the world is the main cause of Indian industrial unrest. Workers' Work Life (WL) and Non Work Life (NWL) is colliding together and affecting Work-Life Balance (WLB) of Indian workforce. As per the altruistic and trusteeship values Quality of Work Life (QWL) should be the base of any industrial establishment and success.

I-A. Statement of Problem:

Unfair and inequitable treatment at workplace is a major problem in Indian industries. Employees' discontinuity, industrial conflicts, industrial unrest and lack of workplace harmony are some of the challenges of our SMEs. This sought of things are not only harmful to companies' brand value in society but also problematic for financial and productivity issues of the organisation. SMEs are struggling to establish harmony in workers' and organisational interest.

I-B. Significance of the Study:

Presently SMEs are not able to adjust with changing Human Resource Management (HRM) dimensions. WLB is a balance between workers' WL and NWL. QWL is a strategic tool of HR that enhances workers' WL so it can reduce pressure upon NWL of workers. Balance between WL and NWL be able to ignite workers' productivity, Organisational Commitment (OC) and Job Involvement (JI). QWL enhances workers' motivation, OC, organisational culture and climate which is very important in Strategic Human Resource Management (SHRM) and turbulent business era. A healthy Human Resource Development (HRD) climate gives a better employment and career prospects to employees and on the other hand it increases companies' brand image and productivity.

Devastating jobless industrial growth in Sambalpur-Jharsuguda-Sundergarh Industrial Corridor (SJSIC) has been deteriorating the local expectation to reduce regional unemployment and boost the local economic prominence. In this study we are overlooking to the failure to generate employment for the local people. We are looking into only the job attractiveness, OC, healthy HRD culture and climate to retain valuable human capital. Paradigm of working climate is a foremost defy for career obsessed workforce so as for the SMEs. Both the companies and the workforces are facing difficulty out of such an industrial scenario. No meaning of such an industrial growth in our society. Hence, to overcome from such a state of affairs; QWL is very imperative in our provincial SMEs.

I-C. Objectives of the Study:

Intention behind the study is to extrapolate various aspects of QWL which is helpful to establish stability in workforce. Briefly we are concern to study QWL which is beneficial to create a healthy organisational culture and climate. Emphasis is on examining the relationship among QWL and JI or OC. Our focus is on enumerating viable elucidations for identified challenges as per our study. Attempt has been taken to identify and analyse each and every aspect of organisational challenges as per the QWL, job attractiveness, HRD climate and OC; so that a meaningful contribution should be provided to overcome the challenges.

II. STYLIZED FACT

Primarily QWL is implicit by the extent of human need convened through the organisation. Out of two major parts of QWL; one connects QWL with the organisational perspective in terms of objectives, practices and working conditions. Another part connects QWL with employees' or workers' perspective in terms of health and safety; employees' satisfaction; organisational well being; career prospects; training and development, organisational commitment; HRD and related issues (Casio, 2002). According to Morin and Morin, (2004), QWL is multi dimensional construct. It deals with overall work satisfaction at workplace. At the same time it includes sense of belongingness in a workforce without compromising with their self-respect and dignity. It also makes the worthy to workers.

QWL is; *“those perceived important personal needs, which an individual tries to satisfy by working in an organisation”* (Chris Argyris, 1975)¹. QWL is also; *“the quality of relationship between employees and the total working environment”* (Inda, 2013). Aswathappa (2008) defined that, *“QWL is ensured when members of an organisation are able to satisfy their important personal needs through their experiences in the organisation”*.

To boost financial prominence, many populaces put their hard effort and labour but still struggle to get a fine WLB (Ashwini and Anand, 2014). Contemporary workforces are willing to continue in a place of work which confers them job satisfaction, job security, recognition and career prospects. Indian industries are growing culturally, structurally and demographically leading to claim on multi-skilled workforce to meet the dynamic and ever changing job needs. It is making job-security problem within the workers. Beside this companies are losing valuable Human Resources (HR) in the look of alien head hunt. This is a serious stake and neither the establishments nor the workforces are getting profit out of this. That's why Ashwini J. and Dr. D. Anand (2014) said that *“attrition does not just affect the headcount, but results in the loss of knowledge*

¹ Bhattacharyya, D.K., (2009). *Human Resource Development*, 1st ed., Himalaya Publishing House, Pp.300.

and skills that the employees take back with them on leaving an organisation". They aided, "QWL is a vital criterion that needs to be focussed by the organisations to achieve higher productivity and business goals and retain employees".

Emotional fatigue, towering anxiety, lower occupational contentment are core concerns of high employees' turnover rate in organisation (Hillmer et.all, 2004). Employees' abuse and ill-treatment disgraces workers' self-esteem and self-efficacy. An unfavourable HRD climate in the place of work leads to reduce workers' job satisfaction; affecting physical and mental health; and aggravates turnover intensions in workforce (Kemery et.all, 1987). Employees' intention of turnover is a key extent on their work life stress (Cropanzano et.all, 2003; and Chen et.all, 2010). Inability to adjust in work stress leads to quite the job (Zhang et.all, 2010). QWL is a tool to endure, control and retain valuable HR in any organisation (Sandrick, 2003). Eight Elements of QWL are the, appropriate and fair compensation; working conditions and so on which is developed by Walton, (1974). Considerations to workers' well-being provide foundation for an effectual OC at work. Hence, high performance of well motivated and pleased workforce; boost the capability of the organisation to deliver high quality of services and products (Berry, 1976). This is how QWL improve JI at work that may leads to improve organisational productivity and WLB or job satisfaction.

OC is a key factor in both the industrial as well as organisational psychology (Cohen, 2003). This is both the behavioural along with physical involvement and attachment with the work and workplace. Employees' willingness to devote effort at the same time loyalty to any institution is the key to OC (Kanter, 1968). A three dimensional framework of commitment is developed by Meyer and Allen, (1997), which is very important as per this study. Better QWL is useful to enhance HRD climate and Organisational Effectiveness (OE) (Ali and Zilli, 2013). JI is both formal as well as informal and encourages involvement at work (Gonzzlez, 2009). That's the way QWL is so important in OC and JI.

III. DATA SOURCE AND METHODOLOGY

This research work deals with empirical data. Evidences are drawn both from primary as well as secondary sources. Data has been collected as per necessity and a range of research curiosity attached in our study. Primary data has been collected by means of structured questionnaires and interview method. Construction of questionnaires is equipped with the help of five point Likert scale, nominal scale and ordinal scale as per requirement. Labour population associated with SJSIC has been taken into our consideration at western Odisha. Both simple as well as stratified sampling has been used for collection of data. 100 samples were taken into our consideration for the present study. Both parametric test like regression analysis and nonparametric test like ANOVA have been applied as per suitability. Simple statistical measure has also been applied wherever necessary. For the purpose of scale construction and analysis of our field survey; we have developed three variables of QWL to test the relationship with JI or workers' satisfaction. These variables are identified, modified and taken out from Walton's (1974) 8 variables and N. Q. Herrick and M. Mc. Coy's 4 variables. The variables are modified and developed according to the need and practices of concerned SMEs. The construction of variable development is given in Table No. 1.

Table No. 1: Framework of Variable Development for the Study

8 Variables of Walton ²	4 Variables of N.Q. Herrick and M.Mc.Coy ³	3 Variables Developed for this Study
Fair and appropriate compensation	The Principle of Equity	Equity in benefits, recognition and growth prospects (<i>QWL-A</i>)
Social integration in the organisation		
Growth and security	The Principle of Security	

² Sahni, Jolly, (2015). *Quality of Work Life: Practices and Effectiveness*, ABD Publishers, Jaipur.

³ Singh, Sher, (2016). "A Minor Project Report on Quality of Work Life," *FAIRFIELD INSTITUTE OF MANAGEMENT AND TECHNOLOGY*, New Delhi, Pp.23.

Working conditions	The Principle of Individualism	Favourable working conditions and career opportunities (<i>QWL-B</i>)
Use and development of capabilities		Work-life balance and reputation at society for dignity of work (<i>QWL-C</i>)
Work and total space of life		
Constitutionalism	The Principle of Democracy	
Social relevance of work in the life		

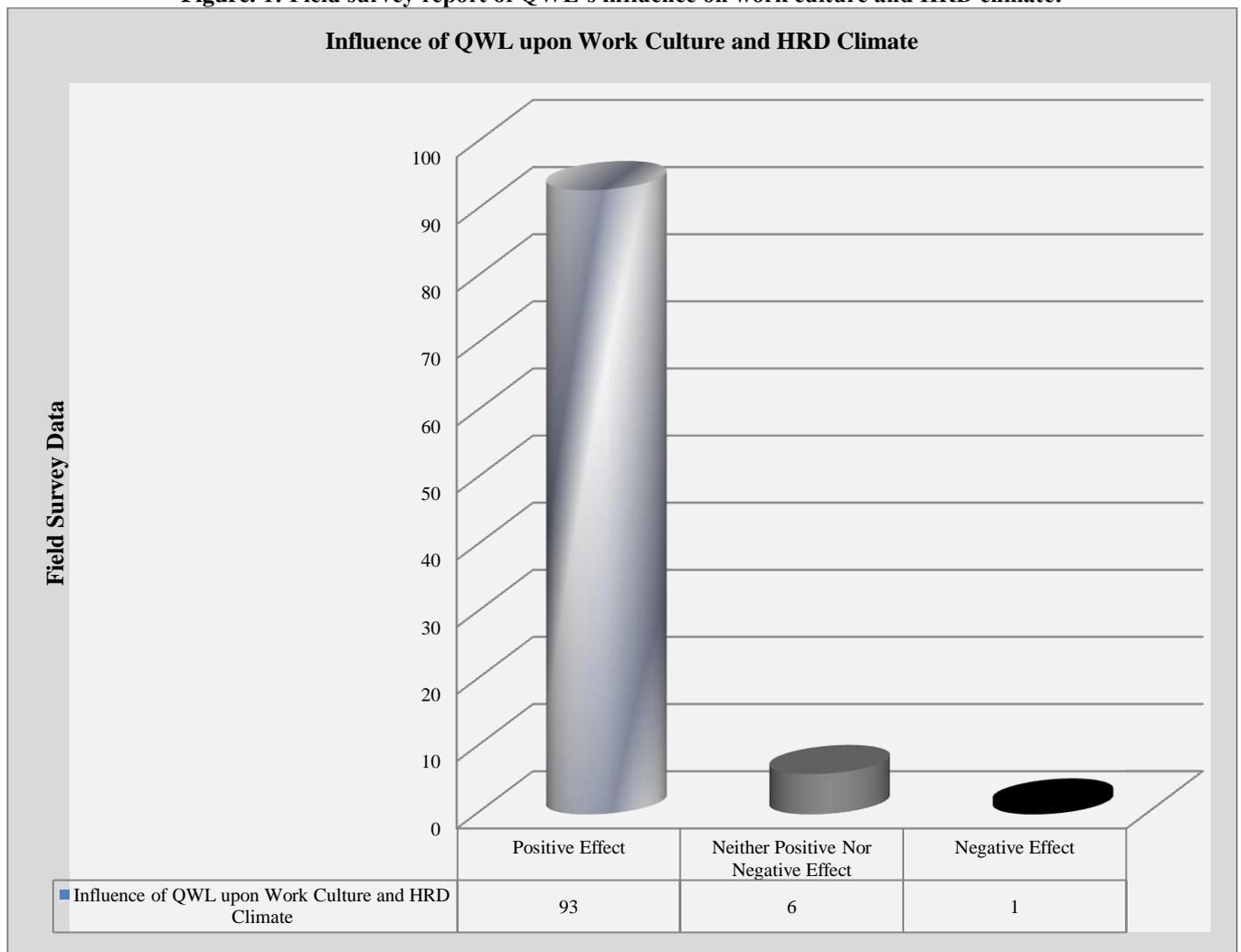
Source: Author’s own construction with reference to related articles and literature.

IV. ANALYSIS AND INTERPRETATION

A. Data Analysis:

Based upon my first objective; I have tried to know the influence of QWL on work culture and HRD climate at SMEs. For that I have asked some related questions to workers in the field survey and the result of that is presented on figure. 1.

Figure. 1: Field survey report of QWL’s influence on work culture and HRD climate:



Source: Author’s own calculation.

93% people understand that if QWL increases at workplace then automatically there is a rise in work culture and HRD climate. They also agreed; if the culture and climate is favourable then that leads to boost OC and JI. However 6% people remain neutral in their approach to this and neither agreed nor disagreed upon this. But 1% population said high QWL have a

negative effect on workplace and create indiscipline and rivalries among workers. Anyhow 93% is a more than good number and we should go with them. So it is interpreted that QWL have a positive consequence on work culture and HRD climate.

Now basing upon the second objective I have examined the relationship between QWL and JI. This is done in two phase. As most of the SMEs are not taking QWL practices seriously; I have tested workers' perception about influence of QWL on their JI. This is the first phase of our test which is analysed with the help of regression analysis on the basis of Hypothesis. I. The second one is based upon practical QWL practices and their affect on workers. It is the test of some of the QWL initiatives on workers' satisfaction practiced on their organisation. This is tested with the help ANOVA test and Hypothesis.2. The hypotheses are given below and results of the analysis are given in table. 2 and 3 respectively.

Hypothesis 1:

- **Null hypothesis ('Ho'1):** QWL doesn't influence JI at workplace.
- **Alternative Hypothesis ('Ha'1):** QWL influence JI at workplace.

Hypothesis 2:

- **Null hypothesis ('Ho'2):** QWL practices in the SMEs are not able to owe workers' satisfaction at work.
- **Alternative Hypothesis ('Ha'2):** QWL practices in the SMEs are able to owe workers' satisfaction at work.

Table No. 2: Regression Analysis of QWL influence on JI as per Workers' Perception:

SL. No.	Variation	Intercept	X Variable
1	JI (Y - variable) and QWL-A (X - variable)	92.5511 (27.2073)*	1.9345 (14.7339)
2	JI (Y - variable) and QWL-B (X - variable)	85.1879 (7.7479)*	1.3022 (4.9278)
3	JI (Y - variable) and QWL-C (X - variable)	91.6785 (20.8233)*	5.4564 (11.4933)

Source: Author's own calculation: X variables QWL- A, B, and C are taken from table.1.

Note: Figures in parentheses indicates the calculated 't-statistics'.

* Indicates significance of the 't-statistics' at 5% level of significance.

Table No. 3: ANOVA Test between Workers' Satisfaction and QWL practices in SMEs:

Variation	Calculated 'F' Value	Tabulated 'F' Value
Workers' Satisfaction upon Various QWL Initiatives Taken in SMEs	0.0416	5.3176
QWL - A	0.0312	5.3176
QWL - B	0.4392	5.3176
QWL - C		

Source: Author's own calculation: Variables QWL- A, B, and C are taken from table.1.

Note: * Indicates significance of 'F' statistics at 5% level of significance.

B. Interpretation and Major Findings:

On the basis of the study I can say; “workers’ believe that QWL influence on their JI”. The rejection of ‘Ho’1 and acceptance of ‘Ha’1 shows; there is a significant relationship between QWL and JI as per regression analysis at 5% level of significance. But the QWL practices are not able to owe workers’ satisfaction in SMEs. The QWL initiatives are not affective as required as per our ANOVA test because we can see the acceptance of ‘Ho’2 and rejection of ‘Ha’2 at 5% level of significance. This means SMEs are failing to implement effective QWL in spite of knowing the value of QWL at their workplace. Workforce are well known and well recognise about the benefits of QWL but unfortunately not able to test its fruit because of the falsely policy of SMEs and losing faith and OC upon their respective work and establishment. Workers’ also believe that effective QWL programme will leads to make a healthy work culture and HRD climate, so that they can enhance their OC and belief upon respective institution. This is a very unusual and peculiar thing where everybody realizes the need of QWL but actually lacking at their workplace especially in SMEs.

V. SUGGESTIONS AND RECOMMENDATIONS

Key and distinguished companies of Indian industries have already executed QWL fruitfully in their establishment. They have added a variety of facets into it and spend heavily in QWL to compose it successful. Monetary unease may not permit SMEs to put in such a massive amount to QWL. But humanisation at workplace should be a bigger issue in SMEs. Small things like equity, healthy working conditions, recognition, WLB safety and security etc. affect deeply in QWL. SMEs should be obliged to take care of that much only. Old-fashioned approach is an added defy of QWL in provincial SMEs. Contemporary and aggressive positive state of mind of SMEs can effortlessly pass up execution problem of QWL. SMEs must consider and reform work, working hour and compensation system; so that they can build a strong QWL assess for their workforces at the same time for them also.

VI. CONCLUSION

Human capital is the lifeline of every establishment, so require to be treated in well justice, fairly and with due respect for their sincere labour, intelligence, creative work and effort. The responsibility of fulfilling personal as well as demand of dependent is very much important for Indian workforce. Hence, QWL should be able to make a balance between WL and NWL. WL strain constantly influence workers’ NWL. WLB is a key aspect in present day. To sustain the strain of WLB; good QWL is extremely necessary. Benevolence at work can boost OC as well as JI of workers; which is key factor for their career growth. Even it is much better for organisational growth. Favourable HRD climate boost the morale of workforce and motivate them to give their best at workplace. QWL also linked with willingness to take responsibility at work. SMEs of SJSIC; are presently not effective to provide a healthy QWL to their workforce and facing attrition, lockout, absenteeism and many more like this. By redesigning SHRM; the SMEs can solve the problem; unless it will be very challenging to cope up with the competitive and turbulent labour market. This is a knowledge based society having knowledge driven workforce. Unfair treatment and humanisation of work can affect the image of the company in the society. QWL plays a significant role to make a healthy society; where both the workforce and companies can prosper simultaneously. JI makes employees’ realising their responsibility and dignity for work. Respect, recognition and rewards are influencing factors in human values; and can be utilised in QWL to empower it. QWL and JI can solve most of the HR issues in any establishment. This is the essence of QWL in JI and OC. The role of QWL in provincial SMEs is very important. It creates such a working environment where both the organisational as well as the personal interest of workers can be served together without any conflicts and collision. Trust and respect to each one will create field for team work and OC at workplace. Workplace harmony is the key of any establishment especially for SMEs of SJSIC. By successful implementation of QWL programme the challenges can be avoided.

A. Limitations of the Study:

There are some limitations embedded in this study that needs to be kept in mind while discussing the results and findings. The research work is limited to a particular geographical area and deals with only selected SMEs. Concept of QWL is restricted to only JI and OC. Further I may say that, the sample may not be accurate to every aspect as the sample will be selected only with our limits. The identified variable may not suitable for every organisation because we have targeted only SMEs of our region.

B. Scope for Future Study:

There are lots of scopes in this area. Though QWL research was started earlier than 1970s, still some of the area has not yet covered. Challenges still remain with the huge unorganised sector of our country. They are far away from QWL concept. QWL in unorganised sector will be a great work. This study is restricted to some limitations and all of these will be taken as a scope for future.

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AUTHOR(S) PROFILE



Siddhartha Shankar Pradhan, received the Master in Business Administration (MBA) and Master in Philosophy-Management (M.Phil.-Management) from Department of Business Administration, Sambalpur University, JyotiVihar-768019, Odisha (INDIA). Presently he is perusing Doctoral degree (PhD) from the same institution. He is working with “Quality of Work Life in Managing Human Resources” for his doctoral degree. His interest area is Human Resource Management, Organisational Behaviour and Industrial Relation.